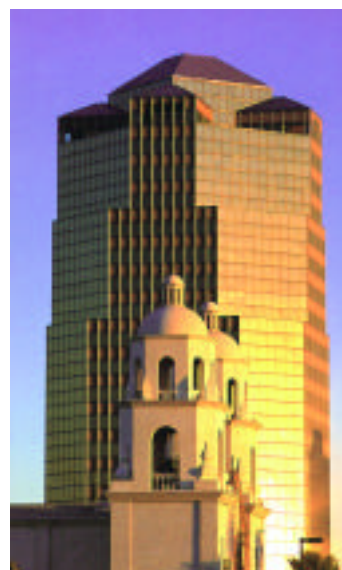
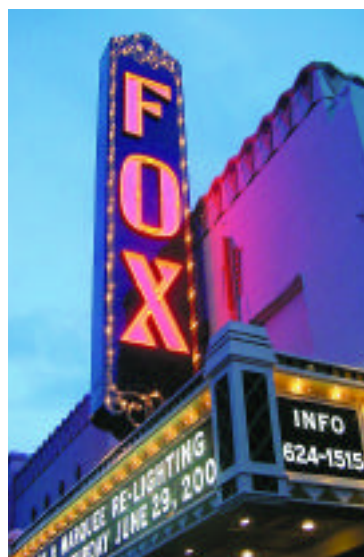


# CITY OF TUCSON

*One Community, One Future*



## ANNUAL REPORT TO CITIZENS

Fiscal Year 2003 (July 1, 2002 - June 30, 2003)

# 2003



## MESSAGE FROM THE MAYOR



Dear Fellow Tucsonans:

As Mayor of the City of Tucson, it is a great honor to present to you this 2003 Annual Report to Citizens.

Your City Council and all City of Tucson employees are proud of the partnership we have with our citizens. We want our community to be the best it can be.

Last year, the City dedicated itself to becoming a Top 10 city. This required concentrating on the core values all Tucsonans share: safety and security for our neighborhoods, jobs and opportunities for our working families, love for the desert environment, and protection of Tucson's unique history and culture.

The results have been excellent. Recently, Tucson has been recognized by various national publications as a Top 10 city.

How did we do it? We worked together to make a positive difference in our community by:

- Saving billions of gallons of precious groundwater and delivering clean and safe water to our people;
- Creating one of the best public emergency response systems in the entire United States;
- Almost tripling our recycling rate, protecting our environment and saving millions of tax dollars;
- Investing in Tucson's neighborhoods with the "Back to Basics" program;
- Cracking down on slumlords with the SABER program and the Neighborhood Preservation Ordinance;
- Providing more jobs and job-training opportunities for our people.

In short, Tucson has come a long way from the years of "water wars" and constant struggles between neighborhoods and businesses. Now we are making a positive difference.

This year, we will concentrate on the basics of our community life. We will do more with less. We will fix our streets, clean up our neighborhoods, construct more bus shelters, and provide the high-quality services that our taxpayers deserve.

We will work harder than last year to make Tucson an even better city for our children, workers and seniors.

On behalf of the City of Tucson, I thank you for the honor of serving this great community.

Sincerely,

MAYOR BOB WALKUP  
email\_mayor@ci.tucson.az.us  
791-4201

## YOUR CITY GOVERNMENT

By Charter from the State of Arizona, the City of Tucson is governed by a Mayor and six Council Members. Council Members are nominated in each ward, but are elected in citywide elections. The Mayor is nominated and elected citywide. Mayor and Council terms are four years long, and the elections are staggered every two years. Tucson is a Council-Manager form of government – the Mayor and Council are elected and then appoint a City Manager to carry out the policies they have set forth and to provide the general supervision and direction for City government. Tucson operates on a fiscal year cycle from July 1 to June 30.

The Mayor and Council meet on the first four Mondays of each month, with the exception of holidays and summer months. There is a Study Session prior to each Regular Meeting, the latter being where official legislative acts take place. Mayor and Council meetings are televised on Channel 12, the City Channel. Information on Mayor and Council agendas can be found on the City of Tucson's web site at [www.cityoftucson.org](http://www.cityoftucson.org) or by calling the City Clerk's Office at 791-4213, or visiting them at City Hall, 255 W. Alameda, 9th floor.

La Ciudad de Tucson está gobernada por el Alcalde y seis Miembros del Concejo. Los cargos de Alcalde y de Concejal duran cuatro años y las elecciones son alternadas cada dos años. Tucson tiene una forma de gobierno de Concejo-Administrador; el Alcalde y Concejo son elegidos y después nombran un Administrador Municipal para llevar a cabo las políticas que han establecido y para proporcionar la supervisión y dirección general para el gobierno de la Ciudad.



## TOP 10 CITY

MSN.com ranked Tucson 5th among "America's Best Places to Live 2003." The web site rated 331 metropolitan areas in categories including cost of living, crime rate, education, home prices, and weather.



## KATHLEEN DUNBAR - WARD 3

We have made great strides toward the goal of being a Top 10 city by identifying the root causes of problems facing Ward 3. For the first time in years, our crime statistics have seen a decline thanks to TPD and the Bicycle Patrol. Neighborhood revitalization is being addressed with investments in two parks by the private sector and the Catalina Rotary Club. Funding from Ward 3 and Mayor

Walkup will help Campbell Avenue take on a new look and transform it into a pedestrian-friendly avenue to shop. The Ward 3 staff and I remain dedicated to the future of our community.

ward3@ci.tucson.az.us  
791-4711



## JOSÉ J. IBARRA - WARD 1

jibarra1@ci.tucson.az.us  
791-4040

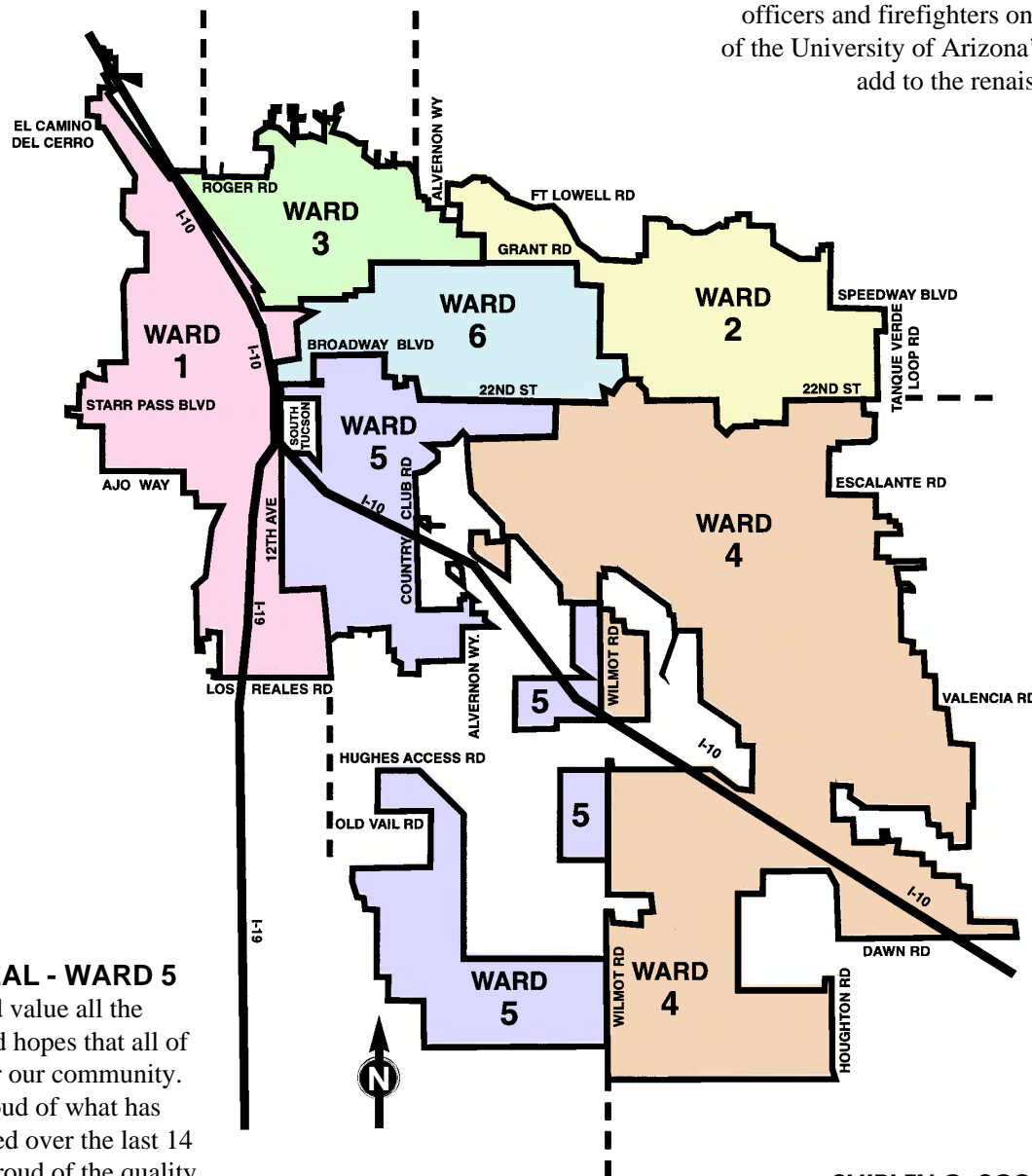


## STEVE LEAL - WARD 5

I respect and value all the concerns and hopes that all of you have for our community. I'm very proud of what has been achieved over the last 14 years. I'm proud of the quality of involvement that the people of

Tucson provide to our community. To strengthen all the working families of Tucson, we need, amongst other things, workforce development that is for everyone, not just high-tech trickle-down. We need a transportation plan that is really for us and not for sprawl. We need taxes and fees that are fair and just. Keep the faith. Stay involved. It's never over.

sleal1@ci.tucson.az.us  
791-4231



## FRED RONSTADT - WARD 6

As a descendant of Tucson pioneer families, it is an honor to work with the community to continue to improve the quality of life for all Tucsonans. For the past six years, I have had the privilege of helping to make the priorities of the community become a reality. We now have an improved and high-quality water system, more police officers and firefighters on the streets, and the announcement of the University of Arizona's Science Center will distinctively add to the renaissance of the heart of our city. I am proud to call Tucson my home.

ward6@ci.tucson.az.us  
791-4601



## CAROL W. WEST - WARD 2

We are living in extraordinary times that require strong, innovative leadership. We must work together as a community to improve our transportation so citizens can move around the area easily; to seek better paying jobs; to work for a safe community; to preserve our unique environment; and to support education for the young and life-long learning for all. I believe in a responsive government that serves its people. All of this is the pathway to a better quality of life for all Tucsonans.

cwest1@ci.tucson.az.us  
791-4687

## SHIRLEY C. SCOTT - WARD 4

Public service is a privilege that allows me to represent the citizens and taxpayers of the City of Tucson. The Ward 4 Office is committed to providing an open and fair method of having your opinions and voices heard in City government. The future success of our city depends on the input and involvement of our citizens, and I promise to represent these positions to the best of my ability.

ward4@ci.tucson.az.us  
791-3199



## MESSAGE FROM THE CITY MANAGER



We found out a lot about our city and our resolve in the past year.

We overcame a \$43-million deficit for the 2004 Fiscal Year with a combination of creativity, hard work and tough decisions that preserved our core services and left us the means to carry on with the goal of being a Top 10 city.

The severity of our budget situation and the many cuts we were forced to implement made this the most difficult budget process I've ever been through. We cut back a number of City services and reduced our workforce. We reluctantly made difficult choices to increase some fees, in Parks and Recreation for example, as an alternative to eliminating more programs and severely cutting back more services.

But in this, our second Annual Report to Citizens, I'm proud to say we continue to have big dreams for our city, and we continue to have the potential to realize those dreams.

In this report you will see just how focused we are on making a difference on the basic needs of our community by fixing our streets, cleaning up our neighborhoods, and planning for growth.

We have a long way to go because many of our streets have deteriorated over the last 20 years, and many of our neighborhoods are showing their age. But we will make progress through "Operation Save Our Streets," a concentrated effort to repair potholes and resurface streets you use every day, and with "Keep Neighborhoods Clean," a program in which a \$2 monthly fee paid by citizens is dedicated to the Brush and Bulky service and increased neighborhood cleanups.

At the same time, our big dream we call Rio Nuevo will take shape with visible progress that will demonstrate to you that Downtown redevelopment is happening.

In July, a feasibility study was completed that told us we are on the right track for our signature project at Rio Nuevo – the \$72 million University of Arizona Science Center, one of the most ambitious projects in the history of Tucson.

We are a few years away from breaking ground on the Science Center, but there are many other Downtown projects that will come to fruition in the next year including: the re-opening of the Fox Theater; complete renovation of the Historic Downtown Depot with office and retail space; and demolition of the old City Hall Annex to make way for a much-needed parking garage. We should be seeing development plans for the Thrifty Block on Congress Street between Stone and Scott. And there are a host of housing developments either underway or in the planning stages to bring people to live Downtown and provide sustained activity to support future retail and entertainment venues.

Yet, all of this does not hide the fact that we continue to have significant, long-standing issues in our city that have to be addressed. Many of these are contributing to the City's tight financial situation. We face at least two more years of budget deficits that will require more tough decisions because of a continuing reliance on fluctuating revenue sources such as the sales tax.

One of our most important issues is to have much better regional cooperation between Pima County and the City of Tucson. This problem has intensified over the past 30 years with a large unincorporated population developing right next to the City. This situation is unique in Arizona, and it puts a strain on Pima County and the City alike. We need to ensure that you get full value for the tax dollars you pay to Pima County, just as we must be concerned with the value of the services you receive from the City.

People continue to move to Tucson. We need to pay close attention to how we develop, and how we pay for the infrastructure and services required as our City and region grows. In this Annual Report, you'll see much more effort is being placed on managing growth with work on impact fees, comprehensive planning on the City's east side, concern about appropriate infill, and better design standards within the City.

Our city is at a crossroads, with the future bright but with challenges and some uncertainty. We have made some good progress this past year, especially in the face of large revenue reductions and our budget challenge. The year ahead promises even more accomplishment: in Downtown, with our neighborhoods, in how we grow, and in making government better and more responsive every day.

Sincerely,

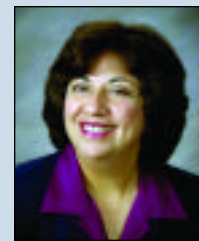
**JAMES KEENE**  
City Manager  
jkeene1@ci.tucson.az.us  
791-4204

### CITY MANAGER'S OFFICE



**MIKE LETCHER**  
Deputy City Manager  
Support Services  
mletcher1@ci.tucson.az.us

### ASSISTANT CITY MANAGERS



**LIZ RODRIGUEZ MILLER**  
Neighborhood Services  
lmiller1@ci.tucson.az.us



**BENNY J. YOUNG**  
Environment and  
Development  
byoung@ci.tucson.az.us



**KAREN THORESON**  
Strategic Initiatives  
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**TODD SANDER**  
Chief Information Officer  
tsander1@ci.tucson.az.us

## TUCSON RECYCLES

The new garbage and recycling collection system was launched with the goal of increasing the City's recycling rate and extending the life of our landfill. With the delivery of the blue barrels that began July 1, 2002, recycling rates immediately began rising from 9% to more than 20%. The program was expanded to increase recycling capacity, the types of materials that can be recycled, and the participants. Small businesses with plastic container garbage service are now included in the program at no charge.



## COPLINK

The Tucson Police Department continues to be on the cutting edge of investigative technology through COPLINK, a nationally recognized project to develop a system for law enforcement agencies to share detailed investigative information. The National Institute of Justice (NIJ), the National Science Foundation, the Phoenix Police Department, the University of Arizona Artificial Intelligence Lab and Knowledge Computing Corporation, a commercial entity, also participate in this unique public-private partnership. The project was initiated by TPD and funded by NIJ.



## DIGITAL CITY

For the second straight year, Tucson was recognized as one of the cities leading the way in the use of technology to provide services. The national Digital Cities Survey ranked the City of Tucson No. 6 in the nation, up one spot from the previous year. Tucson scored high in several areas, especially in the number of online municipal services and forms available at its web site [www.cityoftucson.org](http://www.cityoftucson.org). The survey was conducted by the Center for Digital Government.



## GET YOUR PERMITS

Contractors can now apply for electrical, plumbing and mechanical permits, pay for them, and track their progress all through the Internet. Through Velocity Hall Online Permits, contractors needing permits that do not require a plan review can get those permits online. Inspections also can be requested and checked online. Information about permits issued by the City of Tucson Development Services Department can also be checked and researched.

## CLEARWATER PROJECT EXPANDS TO FULL SCALE

On May 16, 2003, the Clearwater Renewable Resource Facility was expanded to full-scale operation. Each year, 19.5 billion gallons of Colorado River water are recharged and blended naturally with the native groundwater below. The blend is then recovered and delivered to Tucson Water customers. By the end of 2003, the facility will provide approximately 54 million gallons a day – a little more than half of Tucson Water's average daily delivery.

## HIT THE BOOKS THROUGH TECHNOLOGY

The Tucson-Pima Public Library launched an automated, self-checkout system at six locations, allowing customers to quickly check out or reserve books without waiting in line at the circulation desk. The Library also is making it easier for citizens to access library resources and other services through its



web site [www.tppl.org](http://www.tppl.org), including library card registration, book reservations, item renewals, e-mail reference service, and e-mail notifications. At the same time, the Library continued to provide the personal touch by conducting nearly 3,000 storytimes for more than 106,000 toddlers and youths.

## METROPOLITAN MEDICAL RESPONSE SYSTEM (MMRS)



In November 2002, the Tucson Fire Department along with several community partners organized and sponsored the Tucson MMRS Bioterrorism, National Pharmaceutical Stockpile, Mass Dispensing Site Conference and Statewide Exercise. The goal of the three-day conference and exercise was to provide education through a variety of mediums including: selected speakers, scenario briefs, interactive exercises and site tours. The event included more than 20 agencies and was attended by more than 500 participants from across the nation and several different countries.

## SANTA ROSA NEIGHBORHOOD CENTER

The Center opened in May in the Barrio Santa Rosa Neighborhood. An important component of the federally-funded HOPE VI Revitalization Plan, the Center includes recreation and wellness facilities, a library branch, and a child development center. Several local agencies are partnering with the City to provide services to residents. At about the same time,



Posadas Sentinel, another HOPE VI Project, formally opened. Posadas features new affordable rentals and homeownership opportunities. Both areas are on the site of the former Connie Chambers public housing project south of Downtown.

## GET YOUR TICKETS HERE



The new Ticket Office at the Tucson Convention Center was the first completed construction job of the Rio Nuevo Project. Located on the Center's eastside, the Ticket Office has 10 sales windows (all accessible for people with disabilities), LED message signs, and a 54-square-foot video screen that shows highlights of upcoming events. Its higher visibility makes it easier for customers to locate, and its design complements the other improvements taking place on the west side of Downtown.

## EMPOWERMENT ZONE

The City of Tucson became a recognized leader in its implementation and outreach efforts for the Empowerment Zone. More than 1,000 businesses received information about valuable incentives, including 300 businesses that attended one of six in-depth tax seminars. Numerous companies chose to reinvest their tax savings in the community by creating education, housing and medical benefits for their employees. Empowerment Zone staff worked with a local non-profit organization to develop an innovative financing program that is assisting businesses with expanding or relocating into the inner city.

## TOP 10 CITY

Money Magazine ranked Tucson in the top 6 places to retire in the country, specifically mentioning cultural activities such as the Tucson Symphony, Arizona Opera Company, Arizona Theater Company, and the Tucson Museum of Art.

# OPERATION SAVE OUR STREETS



Keeping Tucson moving smoothly and safely on city streets is the top priority of the Tucson Department of Transportation (TDOT). Performing appropriate maintenance on the City's major roadways will

help us achieve our goal of ensuring the traveling public has the safest and best possible roadway surfaces on which to drive, bike and walk.

This summer, TDOT completed an aggressive program to fill potholes and crackseal all major City streets. "Operation Save Our Streets" was launched to protect the billion-dollar investment the citizens of Tucson have made in their transportation system.

The program was a three-month, concentrated effort to make repairs on heavily used arterial and collector streets. Arterial streets, such as Broadway, Speedway and Grant Road, serve more than 50,000 vehicles per day. Collector streets, such as Tucson Boulevard, Pima Street and Glenn Street, carry approximately 15,000 vehicles per day.

A crew of 70 employees was assigned to the project. "Hot-shot" crews also were deployed to focus on calls needing immediate attention.



## TUCSON DEPARTMENT OF TRANSPORTATION

*Committed to service and safety*

The Department's nearly 400 employees oversee the maintenance and reconstruction of nearly 1,700 miles of major streets, and is responsible for hundreds of drainage structures, public art pieces, street lights, traffic signs and signals in the City. TDOT also operates the City's transit services, Sun Tran and Van Tran.

The Tucson Department of Transportation maintains and oversees:

- 100,000 traffic signs
- 20,000 miles of striping
- 660 miles of drainageways
- 347 traffic signals
- 400 miles of bicycle routes
- 15,141 street lights

## DRAINAGEWAYS

Crews concentrate on maintaining flow characteristics and carrying capacity of drainage facilities. Work includes grading, removing debris, trimming, mosquito control, and removal of vegetation. TDOT works with other City departments and neighborhoods to address drainageway issues such as fire hazards, wildcat dumping, and transients living in these waterways.

## PAVEMENT

The more that asphalt deteriorates, the higher the cost to repair. TDOT utilizes micro-surfacing and crack-sealing techniques to prevent potholes. These thin-layer asphalt emulsion applications are an extremely cost-effective prevention tool. If potholes appear, hot-mix asphalt is applied and compacted to match the existing roadway surface.

## STREET LIGHTS

Every three years, crews replace street light lamps, install new bulbs, clean out luminaries, and clean glass. Regular maintenance activities include repairing all damaged street light poles and damaged conduit and wire systems. Work also includes converting lighting systems from low-pressure sodium bulbs to high-pressure sodium bulbs, and from low-wattage, high-pressure sodium bulbs to fluorescent bulbs.

## TRAFFIC SIGNALS

Maintenance activity on traffic signals includes converting incandescent bulbs to light-emitting diode systems that greatly reduce electrical usage and increase the life of the light. Crews also have begun converting pedestrian flashers to High Intensity Pedestrian Activated Crosswalks (HAWK). Work activities also include responding to outages and damaged signals due to vehicle accidents and weather.

## STRIPING

In Fiscal Year 2003, crews repainted 600 miles of striping on bicycle lanes, 3,200 miles of yellow and white lines, 110 pavement legends (arrows, right and left turn only words) and 185 speed humps. Striping calls generated nearly 3,300 work requests.

## SIGNAGE

The sign shop is responsible for maintaining and installing all regulatory, critical, street name and information signs within City rights-of-way. The sign shop manufactures signs for other City departments. In Fiscal Year 2003, nearly 4,000 street signs were replaced or repaired, and 827 new signs were installed. Work reports for the sign shop totaled 7,577.



## SUN TRAN FACT:

There was a 6.5 percent increase in ridership in fiscal year 2003 with approximately 15 million riders.

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## VAN TRAN FACT:

Van Tran has an annual ridership of nearly 325,000 passengers.

## TOP 10 CITY

Tucson placed 5th in MSN's surveys on "Best Places for Outdoor Activities" and "Close to the Big Outdoors." MSN cited Tucson's proximity to outdoor activities, health, and arts and entertainment.

## KEEPING OUR NEIGHBORHOODS CLEAN

Your neighborhood is getting special attention from the City of Tucson. Citizens have themselves to thank for that.

In the face of a serious budget crisis, many citizens spoke out for a fee to preserve the City's Brush and Bulky service to keep neighborhoods clean.



The \$2 monthly fee, approved by the Mayor and City Council in the Fiscal Year 2004 budget, is an investment in neighborhoods. The twice-a-year pickup service allows households to put out bulky debris, appliances, old furniture, and other items that are not collected during normal garbage service. And with the fee, we have not only preserved the service, but enhanced it by:

- Increasing the amount of material that can be collected at each household from 5 to 10 cubic yards;
- Doubling the number of neighborhood clean-ups and clean-ups of illegal dump sites and homeless encampments;
- Increasing eligibility for Brush and Bulky service to include residents of townhomes and mobile home parks.



As we sought to overcome a \$43-million budget deficit, the Brush and Bulky service, which costs \$1.7 million annually, was considered for elimination. However, an overwhelming majority of citizens who voiced an opinion to the City of Tucson said they preferred to pay a fee to preserve the service rather than have it eliminated. Many residents felt that illegal dumping would have increased in neighborhoods throughout the community.

Approximately 70,000 households had been using the Brush and Bulky service prior to implementation of the fee. The number is expected to increase because the enhanced service offers residents a convenient and cost-efficient way to properly dispose of materials that otherwise might clutter backyards or wind up in alleys or illegal dump sites.

The Brush and Bulky service is provided by the City's Environmental Services Department, a new department created by the merger of the Solid Waste Management Department and the Environmental Management Division.

*In the face of a serious budget crisis, many citizens spoke out for a fee to preserve the City's Brush and Bulky service to keep neighborhoods clean.*



## REINVESTING IN OUR NEIGHBORHOODS

The City is committed to providing neighborhoods the services and programs essential to maintain and enhance the quality of life for residents. Many City departments are directly involved in a variety of ways:



**The Department of Neighborhood Resources (DNR)** oversees **NETeams (Neighborhood Enhancement Teams)** whose members represent most City departments and act as liaisons to City-registered neighborhood associations. NETeams help neighborhood associations arrange clean-ups and host events. In addition, many Tucson Police Officers attend monthly neighborhood association meetings and share information with residents. DNR also provides neighborhoods copying and mailing services, as well as meeting space at its location. For information call 791-4605.

**SABER (Slum Abatement Blight Enforcement and Response)** is the City's multi-agency program that assists neighborhoods in resolving issues such as substandard housing, overgrown vegetation and debris, swimming pools without proper fencing, and vandalized, abandoned or decaying buildings. City staff will investigate serious complaints within 24 hours and all others within three to 10 days. For information call 791-5843.

**ParkWise** under the Tucson Department of Transportation provides assistance to Downtown and University neighborhoods to help them address parking issues and the impact of special events. For information call 791-5071.

## TOP 10 CITY

For the fifth time in the past seven years, Channel 12 was awarded 1st place for "Excellence in Government Programming" at the National Association of Telecommunications Officers and Advisors 17th Annual Government Programming Awards.

# PLANNING FOR GROWTH

The Tucson region continues to experience tremendous growth. To support a sustainable community, Tucson's existing land-use pattern must evolve to feature mixed-use development, a greater variety of housing types, a range of densities, transit-oriented development, and the preservation of our unique identity and open space.

The Comprehensive Planning Task Force was formed in August 2002 to focus additional resources and attention on advanced planning for the City of Tucson. The Task Force has responsibility for long-range planning with a focus on six key areas:

- Area planning
- Infill and reinvestment
- Historic and cultural resources
- Urban design and code development
- Regional and strategic planning
- Research and analysis

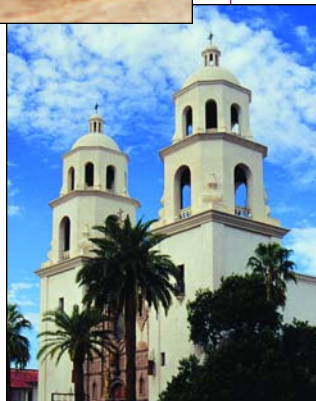
Some of the challenges requiring immediate attention include:

**INFRASTRUCTURE INVESTMENT:** The cost of retrofitting existing urban development with modern infrastructure and public facilities places a financial strain on Tucson residents. Sources of funds to pay for new development must be identified and implemented.

**ENVIRONMENTAL PRESERVATION:** Preserving critical habitat areas, designating growth areas, and using efficient community design techniques must continue to be key features of future development.

**DEVELOPMENT AND DESIGN STANDARDS.** The social and fiscal costs of our traditional growth pattern and design standards are significant issues in Tucson. We are working to revise and improve our standards to ensure the highest-quality urban development.

**INFILL AND REINVESTMENT:** Many areas of the city are ready for redevelopment. We need to encourage reinvestment and infill as part of a plan for balanced growth.



## KEY PROJECTS UNDERWAY

### COST OF SERVICE STUDY/IMPACT FEES

This study will analyze the cost of providing municipal services in anticipation of implementing a Development Impact Fee program. Development impact fees are a financial tool used by a growing number of jurisdictions. The fees finance public facilities and infrastructure needed to support growth and pay for basic public services including transportation, police, fire, parks, libraries, solid waste and general government.

### TUCSON ORIGINS CULTURAL PARK

Tucson Origins will celebrate 11,000 years of Tucson history with attractions on both sides of the Santa Cruz River. The west side will feature reconstruction of the Mission San Agustín from the late 1700s, development of Mission Gardens, re-creation of a Pima village, a new interpretive center and open space. On the east, in the heart of Downtown, the Tucson Presidio will be interpreted at Church Avenue and Washington Street. The two project elements will be linked through interpretive and physical linkages across the river and Interstate 10.

### HOUGHTON AREA MASTER PLAN

This Master Plan will address approximately 9,000 acres on the City's eastern edge, along Houghton Road between Tanque Verde Road and Interstate 10. Much of this area is now vacant or is underdeveloped and is expected to experience tremendous growth in the near future. This will be a comprehensive planning effort that integrates and updates land use, transportation, infrastructure and service plans into a fiscally sound master plan. The project will culminate in a legally adopted land-use plan.

### DAVIS-MONTHAN JOINT LAND USE STUDY

This project seeks to preserve the long-term mission of Davis-Monthan Air Force Base and ensure the safety of the community by assuring land-use compatibility around the base. The City of Tucson will participate in a Joint Land Use Study (JLUS) for Davis-Monthan environs in partnership with the Arizona Department of Commerce and the Department of Defense. The project will culminate in an update to the Airport Environs Zone Regulations for Davis-Monthan to ensure compatibility in the approach-departure corridor.

### HABITAT CONSERVATION PLANNING

The City of Tucson was awarded a grant from the U.S. Fish and Wildlife Service to develop a Habitat Conservation Plan. The planning area consists of approximately 40 square miles in southeast Tucson, the Santa Cruz River corridor, and specific Tucson Water Department holdings in Avra Valley. The planning process is an opportunity to comply with the provisions of the Endangered Species Act, and to identify areas that are appropriate for preservation and for development.

### TUCSON TRANSIT CORRIDORS MAJOR INVESTMENT STUDY

This project involves a major transit investment study that will analyze mobility needs and identify and compare the costs, benefits and impacts of a range of transportation alternatives along three major Tucson transportation corridors that link to Downtown: Broadway, South Sixth Avenue and Oracle Road. This project will update findings of the 1990 Broadway Corridor Plan for the 12-mile segment between Houghton Road and Interstate 10.

### 2030 REGIONAL TRANSPORTATION PLAN

The Regional Transportation Plan (RTP) is a detailed, multi-modal, long-range plan for future transportation investments throughout eastern Pima County. The current update of the RTP will result in a blueprint for investing public revenues in our region's roadways, bikeways, bus, pedestrian, rail and aviation systems through the year 2030. The RTP will integrate the policies, land-use implications, and transportation plans of local jurisdictions, and also will include a funding component identifying funding needs and revenue sources available to implement the plan. Pima Association of Governments is the lead organization with the City participating as a partner.

### COMPREHENSIVE ANNEXATION POLICIES AND STRATEGIES

This project involves the development of a strategic annexation plan for the City of Tucson. The plan will include an analysis of the current situation with regard to growth of municipal and unincorporated areas, principles for the annexation plan, the ultimate City of Tucson boundary map, priority areas for annexation, strategies for successful annexation, and an approach that leads to legislative changes.

# RIO NUEVO IS HAPPENING

In every direction – north, south, east and west – the effort to revitalize Downtown as the heart of our city is gaining momentum. Buildings, homes, streets and sidewalks in the Downtown area are taking on different and distinctive looks every month. Public/private partnerships are being forged.



Depot Rendering  
Geoff Greene

UA Science Center Rendering  
Ralph Appelbaum Associates, Inc.



## In Fiscal Year 2003:

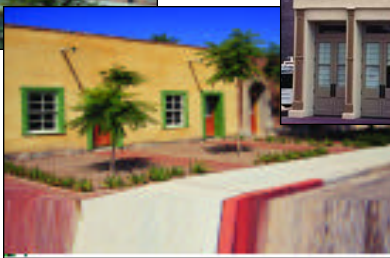
A comprehensive economic feasibility study concluded that the proposed University of Arizona Science Center, a \$72 million project, would be a successful, self-sustaining destination attraction – the centerpiece of Rio Nuevo.

The Tucson Convention Center opened its new Ticket Office with 10 windows, LED message signs, and a 54-square-foot video screen.

The Historic Downtown Depot got a new roof and significant progress was made on the Depot's total restoration. Repairs and renovations are nearly complete to allow office and retail occupancy to begin by the end of 2003.

The facades of the Fox and the Rialto Theatres were finished. The Fox marquee is lit up for special events, and the theater will hold its grand opening in 2004.

A short list of private developers was selected for the opportunity to develop the Thrifty Block property on the south side of Congress Street between Stone and Scott avenues. Proposals are due in December 2003.



## In Fiscal Year 2004:

The Master Plan for the Tucson Origins Cultural Park will be unveiled to the public.

The City Hall Annex will be demolished, followed by groundbreaking for a new parking garage with first-floor retail.

Proposals for residential development of nearly 13 acres along Congress Street west of Interstate 10 will be submitted, and the selection of a private developer will be completed.

The City will solicit for a developer to build a new arena on the east side of Interstate 10 adjacent to the planned Science Center and Civic Plaza.

Development of Presidio Terrace, the parking lot north of Tucson Water and east of the Tucson Museum of Art, will begin with owner-occupied housing and neighborhood service providers identified as components of new construction.

## Back to Basics:

The City's Back to Basics Program has funded a variety of smaller, highly visible projects in Downtown:

- Restoration of the historic Arizona Daily Star building
- Restoration of the fountains at El Presidio Park and at the Temple of Music and Art
- Landscaping and building entrance improvements at the Stone Avenue Temple
- Facade renovations at the Westerner Building, Romero House, and Stone Professional Center
- Historic artwork on the Stone Avenue Underpass
- Support for the annual Tucson Family Arts Festival
- New flowerpots and trash receptacles and more frequent cleaning of sidewalks and streets



## LIVING DOWNTOWN

Housing is springing up everywhere in the Downtown area - to the east in Armory Park Del Sol; to the south in Barrio Santa Rosa and Barrio Viejo; to the north in El Presidio and Barrio Anita; and on Congress Street west of Interstate 10 near the proposed Science Center site.

More than 600 new housing units are in the planning stages or are under construction in the Downtown core and surrounding neighborhoods. Major public/private projects include:

### WEST CONGRESS DEVELOPMENT.

This 13-acre parcel has been offered to the private sector for the development of housing units in a unique setting that will link commercial, cultural and recreational activities with a variety of new housing styles and types.

**PRESIDIO TERRACE.** In the fall of 2003, the City plans to issue a Request for Proposals to convert this urban parking lot into a multi-story housing development that blends with the adjacent historic areas, municipal buildings and the Tucson Museum of Art.

**DEPOT PLAZA.** Located across Toole Avenue from the Historic Train Depot, this 2.3-acre site is planned for mixed-use redevelopment with market and affordable housing and commercial space. The planned housing, restaurant, office, retail and museum space will center on a public plaza creating a whole new district in east Downtown.

**THRIFTY BLOCK.** Formerly the old Thrifty Drug store, this parcel in the center of downtown is proposed for adaptive re-use to a mixed retail and residential property.

## FIND OUT MORE:

The Rio Nuevo Project Office is located at 52 W. Congress St. in Downtown Tucson.

For a free Downtown Tucson Development Guide or other information, call (520) 791-5580

Visit the Rio Nuevo web site at [www.cityoftucson.org/rionuevo](http://www.cityoftucson.org/rionuevo)

To receive a monthly update by e-mail, write to [rionuevo@ci.tucson.az.us](mailto:rionuevo@ci.tucson.az.us)



## TOP 10 CITY

Tucson retained its 7th-place ranking in Hispanic Magazine's list of Top 10 Cities for Hispanics 2003. Criteria included job opportunities, cost of living, strong education systems, a powerful political voice, and a sense of heritage.

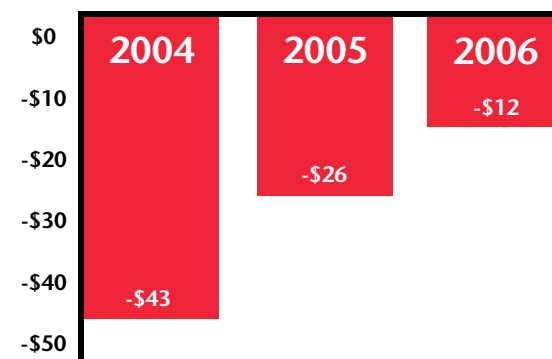
# CITY BUDGET IN BRIEF

Tucson is not alone in having to deal with this country's most serious fiscal crisis since World War II. Studies have put Arizona among the states with the most constricted finances. The cascading effect of very tight budgets at the federal, state and local levels have put the City of Tucson in challenging times that will remain with us through Fiscal Year 2006.

Tough choices were made in balancing the budget for the 2004 Fiscal Year. Through a combination of expenditure reductions, revenue increases and employee pay freezes, the City managed to produce a budget to overcome a \$43-million deficit and preserve the core services the City provides. Expenses were cut by approximately \$29 million. A total of 138.5 jobs were eliminated. Some fee increases were implemented to avoid further cuts in services in areas such as Parks and Recreation.

What has become clear is that the City cannot continue to rely solely on revenue sources that fluctuate with the economy. Tucson is the 29th largest city in the nation, but it is funded primarily with a single source of revenue, the sales tax. An economic downturn, such as the one in which the nation finds itself today, is particularly hard on our City because of its lack of revenue diversity.

PROJECTED DEFICITS OVER 3 YEARS  
(IN MILLIONS)



## THE FISCAL YEAR 2004 BUDGET

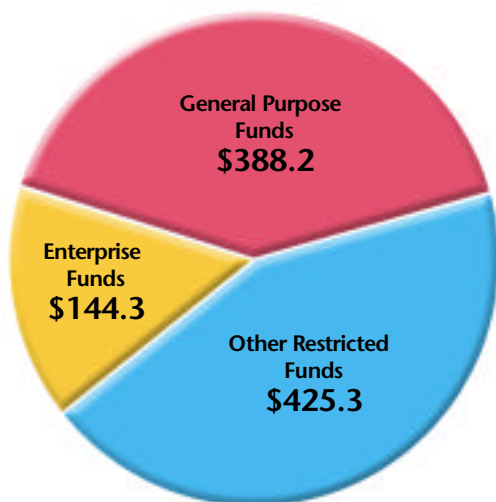
The City's total budget of \$957.8 million is made up of three primary components: General Purpose Funds; Enterprise Funds; Other Restricted Funds.

Enterprise funds are those revenues generated by Tucson Water and Tucson City Golf. Those funds cannot be allocated for general purposes such as police and fire service and other core services.

Restricted funds come from a designated revenue source and have a special purpose. They cannot be spent on anything other than the purpose for which they are allocated. For example, the City receives federal funds for transportation projects which cannot be spent on anything else, even if a more critical need arises in another area of government.

General Purpose Funds pay for a wide range of basic services, including police, fire, parks, libraries, solid waste management and transit.

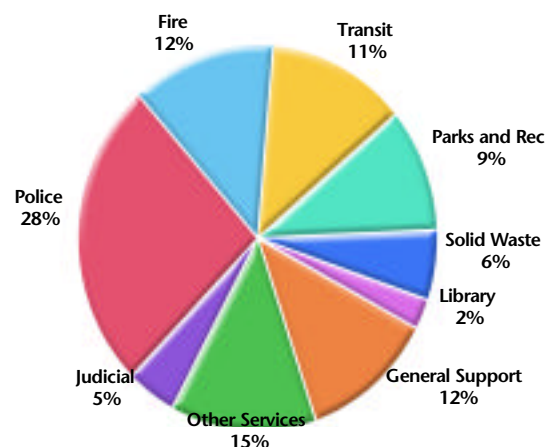
FISCAL YEAR 2004 BUDGET  
OF \$957.8 MILLION



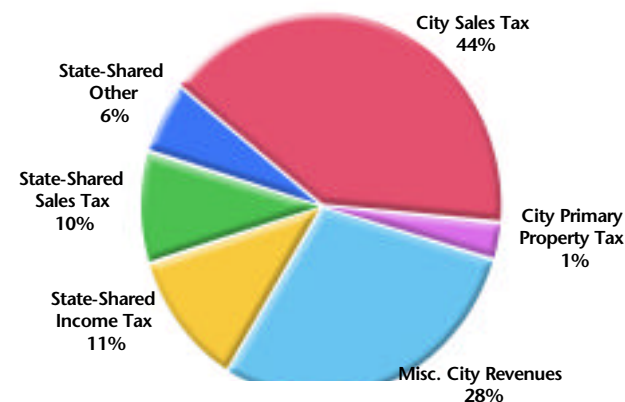
## THE GENERAL PURPOSE FUND

The City's General Purpose Funds budget contains the funds that the Mayor and Council have full discretion to allocate for basic City services. The General Fund budget of \$388.2 million for the 2004 Fiscal Year is less than the 2003 budget. Approximately 74% of this budget is for police, fire, judicial services, parks and recreation, libraries, solid waste and transit.

FY 2004 GENERAL PURPOSE FUNDS BUDGET



GENERAL PURPOSE FUNDS - REVENUE

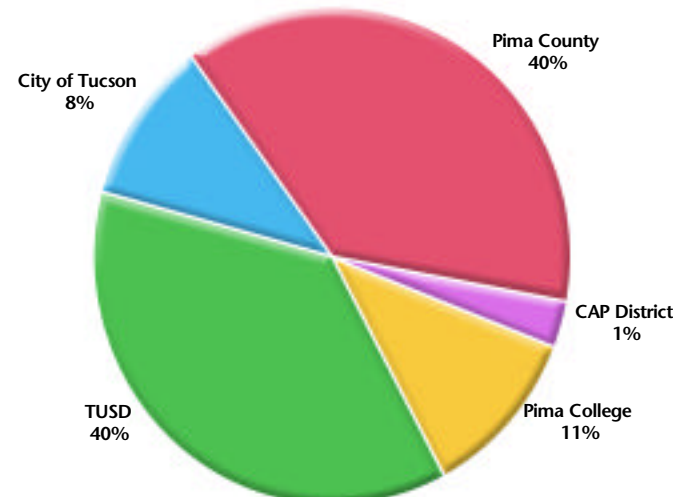


## PROPERTY TAXES

City property taxes make up only a small portion of the revenue the City receives to pay for services.

On a typical annual property tax bill of \$1,474, the City of Tucson collects \$112, or 8% of the total. Of the amount that goes to the City, approximately \$90 must be used to pay debt on voter-approved capital projects. The remaining amount, approximately \$22 per year, is used to fund City services such as police, fire, garbage collection, parks and libraries. To put that amount in context, it costs the City of Tucson approximately \$150 per year to collect trash from a residence.

YOUR PROPERTY TAXES



## LOOKING AHEAD

Tight budgets have not kept the City from having big plans.

The six Strategic Focus Areas in the City of Tucson Strategic Plan – Downtown, Transportation, Growth, Neighborhoods, Economic Development, Good Government – provide a framework for development and implementation of projects and strategies that address the City's priorities. The following are key projects, new and existing, for the 2004 Fiscal Year, which began July 1, 2003.

### DOWNTOWN

Action on the University of Arizona Science Center. The UA Board of Regents will vote on the proposed project in the fall. The Mayor and Council will consider the project after further community input and discussion.



Development and leasing of the intermodal center also known as the Historic Downtown Depot on Toole Avenue in the east end of Downtown.

Remodel of the plaza at the Joel D. Valdez Main Library. Construction will begin in the fall, and will result in an improved performance venue and a better site for the weekly Farmer's Market. The project is funded through the Mayor's Back to Basics program.

### TRANSPORTATION



Long-term regional transportation planning. The Pima Association of Governments will continue to lead local jurisdictions, including the City of Tucson, in the development of a Regional Transportation Plan to include funding needs and revenue sources through the year 2030.

New bus shelters and bus pullouts will be springing up all over the City to enhance ridership and improve traffic flow.

### GROWTH

Mayor and Council action on two projects: Development Impact Fees and the Houghton Area Master Plan. Both projects will have significant impact on the future growth of the community.



Establishing design standards that will improve the built environment in Tucson. The project has two components: The Community Design Academy, which builds upon the recommendations of the Sonoran Institute's Building from the Best of Tucson program; and Land Use Code revisions aimed at preserving the character of existing neighborhoods and enhancing the quality of new development and redevelopment.

### NEIGHBORHOODS

Construction will begin on two new fire stations to serve growing areas of the city. Stations will be built on First Avenue just south of River Road, and on East Tanque Verde Road west of Bear Canyon Road.

Library expansion this year will take place in two areas. Construction will begin on the new Quincie Douglas Branch at East 36th Street and Kino Boulevard. The Miller-Golf Links Branch at 9640 E. Golf Links Road will be expanded.

Tucson City Court will focus on collecting the millions of dollars in unpaid and overdue fines through F.A.R.E. (Fines, Fees, and Restitution Enforcement), a program that was launched this fiscal year. These fines are General Fund revenues that support public safety and our judicial system.



### ECONOMIC DEVELOPMENT

Davis-Monthan Joint Land Use Study to assure land-use compatibility around Davis-Monthan Air Force Base and preserve the long-term mission of one of Tucson's largest employers.

Coordination between the City of Tucson and the Metropolitan Tucson Convention and Visitor's Bureau on a plan for development of Mexico tourism for our city.

Tucson New Markets Investment Program designation to allow businesses investing in Downtown projects to be eligible for New Market Tax Credits.



### GOOD GOVERNMENT

Improved citizen communication with the City of Tucson through new technology. New, web-based computer programs will streamline the process of sending e-mail and voice messages to City staff and the Mayor and Council for quicker responses.

A number of City departments are working on programs that will allow citizens to do business with the City on line, including Tucson Water which is working to allow bill payment through the Internet. Currently, contractors can apply and pay for permits through the Development Services Department, citizens can sign up for leisure classes and KIDCO through the Parks and Recreation web site, and tickets to events at the Tucson Convention Center can be purchased at Ticketmaster.com.

For a look at the complete City of Tucson Strategic Plan and all existing and new projects, visit our web site at [www.cityoftucson.org](http://www.cityoftucson.org).

### TOP 10 CITY

USAToday rated the Tucson Fire Department among the top departments in the nation for its emergency medical response times. The rating was based on response time, survival rate and the quality of data used to monitor performance.

## CONTACT US

City of Tucson Information Line .....	791-4911
Mayor and Council Comment Line (mcweb@mail.ci.tucson.az.us) .....	791-4700
<i>A 24-hour recorded message service. Messages are distributed to the Mayor and Council and City staff.</i>	
Tucson-Pima Public Library Info-Line (www.tppl.org/infoline) .....	791-4010

### EMERGENCY 911

<b>City Manager's Office</b> (www.cityoftucson.org/cmgr) - City administration .....	791-4204
<b>Attorney's Office</b> (www.cityoftucson.org/attorney) - Legal advisors for the City .....	791-4221
<b>Budget &amp; Research</b> (www.cityoftucson.org/budget) - City budget .....	791-4551
<b>Channel 12</b> (www.tucson12.tv) - City's TV channel .....	791-2582
<b>Clerk's Office</b> (www.cityoftucson.org/clerks) - Council meetings, agenda materials, official records, elections .....	791-4213
<b>Community Services</b> (www.cityoftucson.org/csd) - Public housing, human services, community programs .....	791-4171
<b>Convention Center</b> (www.cityoftucson.org/tcc) - Downtown venue for arts, sporting events, trade shows .....	791-4101
<b>City Court</b> (www.cityoftucson.org/courts) - Criminal and civil cases, parking tickets .....	791-3260
<b>Development Services</b> (www.cityoftucson.org/dsd) - Zoning, plan review, building codes, permits .....	791-5550
<b>Economic Development</b> (www.cityoftucson.org/oed) - Local business assistance, Empowerment Zone .....	791-5093
<b>Environmental Services</b> (www.cityoftucson.org/esd) - Garbage service, recycling, soil and groundwater clean-up .....	791-3175
<b>Equal Opportunity Office</b> (www.cityoftucson.org/eoo) - Investigates cases of discrimination .....	791-4593
<b>Finance</b> (www.cityoftucson.org/finance) - Business licenses, tax forms, City tax codes .....	791-4893
<b>Fire</b> (www.cityoftucson.org/fire) - Fire and emergency services, ambulance, hazardous materials, safety seats .....	791-4512
<b>Human Resources</b> (www.cityoftucson.org/humanre) - City employment .....	791-4241
<b>Information Technology</b> (www.cityoftucson.org/it) - Central technology provider .....	791-4747
<b>Library</b> (www.tppl.org) - Tucson-Pima Public Libraries .....	791-4391
<b>Neighborhood Resources</b> (www.cityoftucson.org/dnr) - Links neighborhood associations with City resources .....	791-4605
<b>Operations</b> (www.cityoftucson.org/operations) - Fleet services, communications, facilities, technical planning .....	791-3101
<b>Parks and Recreation</b> (www.cityoftucson.org/parksandrec) - Parks, pools, golf, recreation programs, Reid Park Zoo .....	791-4225
<b>Planning Task Force</b> (www.cityoftucson.org/planning) - Land use and transportation planning, annexation, historic preservation ..	791-4505
<b>Police</b> (www.cityoftucson.org/police) - Public safety, law enforcement, crime prevention .....	791-4441
<b>Procurement</b> (www.cityoftucson.org/procure) - Purchasing, vendor services, bid opportunities .....	791-4217
<b>Rio Nuevo Office</b> (www.cityoftucson.org/rionuevo) - Downtown redevelopment .....	791-5580
<b>Transportation</b> (dot.ci.tucson.az.us) - Street maintenance, traffic management, Sun Tran, Van Tran, parking .....	791-4371
<b>Tucson-Mexico Trade Office</b> (www.cityoftucson.org/tmto) - Programs to promote international trade with Mexico .....	791-5199
<b>Tucson Water</b> (www.cityoftucson.org/water) - Water delivery and conservation .....	791-3242

Este informe incluye información sobre los casos más destacables de los servicios municipales y del gobierno de la ciudad durante el año pasado. Para solicitar una copia del informe en español, por favor llame al 791-4204.



The 2003 City of Tucson Annual Report to Citizens was produced by the Public Information Office, Jay Gonzales, Communications Director. Designed by Katherine Roberts, Creative Services.

Thanks to the following individuals and departments for their contributions: Mayor Bob Walkup; Council members Carol West, Ward 2, Kathleen Dunbar, Ward 3, Shirley Scott, Ward 4, Steve Leal, Ward 5, Fred Ronstadt, Ward 6; James Keene, City Manager; Todd Sander, Chief Information Officer; Karen Thoreson, Assistant City Manager, Rio Nuevo; Michael Graham, Transportation; Clementa Mannarelli, Environmental Services; Nicole Ewing, Comprehensive Planning Task Force; Mitch Basefsky, Tucson Water; Ethan Orr, Economic Development; Michael Carson, Public Information Office; Malena Carreon, Tucson-Pima Public Library; Capt. Kevin Mayhew, Tucson Police Department; Battalion Chief Les Caid, Tucson Fire; Ric Nielsen, Creative Services; Colleen Rosen, Information Technology; Tucson Convention Center; Community Services Department; Development Services Department; Department of Neighborhood Resources; Budget and Research.